Approved For AN AN STRATIVE: (NTERNA 00) \$ ROOM 00 120017-5

18-517

DD/A Registry

MERCRAHAM FOR: Director of the National Foreign Assessment Center

Deputy Director for Operations

Deputy Director for Science and Technology

General Counsel Legislative Counsel Inspector General

Comptroller

Director, Equal Exployment Opportunity Assistant to the DLI for Public Affairs

Fill

John F. Blake

Leputy Director for Administration

auaJaCT

: Guidelines Concerning Use of Surveys on Patters

Relating to Personnel Management

REFERENCE

1. Please direct the attention of your senior managers to the following guidelines concerning the use of employee surveys about aspects of personnel management.

- 2. Among the techniques available to the Agency manager to guide policy-making and to identify organizational problems, the employee questionnaire survey is highly regarded. Disployees can express their feelings about organizational matters which affect them, and managers can learn something about the depth and direction of employee concerns. Whether focused on the specific concerns of a small unit or addressing broad issues Agency-wide, the employee survey is a communication device that can help meet needs of sanagers at any level of the organization.
- 3. The possibility of too many surveys of overlapping purposes, too close together in time, poses a risk of impairing their effectiveness. This is particularly apt to occur in the personnel management-related areas of Agency-wide concern: promotion and

STAT

Approved For ADMINISTRATIVE CINTERNADO STOCK 120017-5

career advancement policies and mechanisms, performance evaluation systems, manpower utilization, training opportunities, etc. These are also the topic areas which consistently impact most heavily on how one feels in general about one's job, and hence become a major component of 'morale'. Because of the breadth of interest in these topics, the dangers of oversurveying' are probably greatest in these areas.

- 4. The following guidelines and coordination requirements have been established to preserve the utility of employee surveys on personnel management topics:
- (a) Senior managers planning surveys, whatever the subject matter, are encouraged to avail themselves during the early planning stages of the consulting services of the Psychological Services Staff, Office of Medical Services. This Staff can offer helpful advice and assistance in all phases, including the interpretation of results and planning the follow-on action which stems from them. PSS maintains a specialized software package to process survey data and output in a well-organized readable form. The Staff also retains permanent survey data files which may provide some useful base-line data, and can serve as a means of tracking changes and trends over time.
- (b) Senior managers planning an employee survey in which questions on general personnel management issues are to be included will inform the Director of Personnel well in advance of its scheduled time of administration. If the Director of Personnel sees a substantial subject matter overlap with other planned surveys within the same time frame, he will seek to resolve the conflict in some manner satisfactory to the various parties involved. If necessary, the Director of Personnel may direct that a particular entity postpone its survey on personnel management topics (or that portion of its survey which embraces these topics) until a later date.

John F. Elake

cc: AD/IXI

ORIGINATOR:			
	Director	of	Personnel

Approved For Release 2007/01/18: 014-RDP82-00357R000900120017-5

Distribution:

Orig. - D/NFAC

1 - each other adse

2 - DDA

2 - D/Pers 1 - OP/PS

(28 Feb 78) OP/P&C/PS

STAT